

PROD-5

11 June 1963

MEMORANDUM FOR: Assistant to DD/I (Policy Support)

SUBJECT: OHR Management of Intelligence Programming and Production

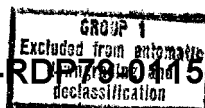
A. General

1. A major part of OHR's intelligence research, analysis, and reporting is in response to established requirements for contributions to NIEs, NIEs, periodic EIC reports, specialized map compilations conducted jointly with AMS, and some programmed operational support studies. Many subjects requiring analysis and intelligence reporting are identified through requests from the DCI, the DD/I, high level policy officers in the Department of State and elsewhere, and by the demands of the export control elements of the U.S. government. Requests for support of current intelligence reporting, for contributions to reports of USIB Committees such as OMAIC, JAEIC, and SIC, and demands for military-economic analyses by ISA/DOD and DIA also take a substantial part of our analytic effort. The AD/RR and the chiefs of the research areas are involved in determining the priority attention and scheduling of projects responsive to the majority of such requests placed upon the Office. Some of these commitments can be included in our programming. Others must be handled as best possible as they arise.

2. The AD/RR, with the assistance of the DAD/RR, frequently confers with the Chiefs for Economic and Geographic Research in establishing and maintaining policy guidelines with respect to the scope, content, focus, priorities, and timing of the several types of intelligence reporting undertaken by the Office. Over the years, these policy guidelines have been adjusted on the basis of our continuing assessment of the expressions of satisfaction and criticism of our intelligence product by the DD/I and other senior people in the Agency and elsewhere. The DD/I and his staff have also suggested ways for improving the effectiveness of intelligence reporting by this Office.

3. Responsibility for detailed programming and approval for the initiation of most projects is delegated to the chiefs of the research areas. They obtain the approval of the AD/RR for intelligence production programs and for individual projects of unusual character or importance prior to initiation. In addition to the fulfillment of a large number of requests for research and analysis

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placed upon the Office, the senior officers of OER, and some of the analysts with wide contacts within the Government, maintain an awareness of priority intelligence problems and interests of the community and of the policy makers. In part, this is accomplished by meetings with counterparts in other components of the DD/I and DD/P and in other agencies, by discussions with policy officers in other departments and agencies, and by guidance from the office of the DD/I. This accumulated knowledge influences very substantially the selection of projects that are proposed for initiation after known commitments and requirements for direct support are programmed.

B. The Research Program of the Economic Research Area

1. Planning for the Economic Research program for the next fiscal year begins in January of the current fiscal year. The known and anticipated direct support contributions for the next fiscal year to NIEs, NISs, DD/P, the export control program, the USIB Committees, and elements of the Department of State are compiled after detailed discussion with the recipients. Early in February this compilation of direct support requirements is provided to each branch of the ERA to ascertain the estimated requirement of research time that needs to be expended on such commitments. Meanwhile, the Chief for Economic Research works with the Division Chiefs in developing needed area-wide projects and a selection is made of those which appear to be most needed. The branches estimate the research time required for the area-wide projects. Recognizing the need for allowing a substantial amount of unassigned research time for anticipated but unidentified analyses and reports they then develop proposals for self-initiated branch projects in areas that they feel require analysis, but are not otherwise covered. Their proposed programs are submitted for review early in March.

2. During March the Chief for Economic Research then meets with all professional members of each individual branch to discuss the proposed programs. At this time the performance of the branch during the current fiscal year is discussed, the program for the remainder of the current fiscal year is reviewed, and the proposals for the next fiscal year are critically examined. The Chief for Economic Research then decides what projects will be included in or excluded from the branch programs.

3. The program for the next fiscal year is then assembled, an introduction is prepared, and the draft is submitted first to the Chief for Economic Research and then to the AD/RR for approval in that form. This draft is then distributed to the DD/I, to other components of the DD/I, and to the DD/P for review and comment.

4. When comments are received from other components, and they have been substantial in the last two years, they are circulated to

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appropriate elements of the Economic Research Area for study and consideration in the finalization of the program. The target date for final publication of the program is 1 July.

5. Comments on the draft program for FY 1964 have included requests for conducting more research and analysis than available resources will permit. While reducing our effort on the European Satellites, there were requests from DD/P and OCI that we maintain or increase our economic analyses for these countries. ONE suggested more research than we had planned on weapons production capabilities of Communist China. OCI hoped we would be able to provide more economic research on France and Spain [REDACTED]

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6. It should be pointed out that the program is flexible and estimates of research time required for individual projects are only approximate. Unanticipated priority requests may cut into programmed time, even though 22% of total research time in FY 1964 is reserved for unanticipated requests.

C. Cartographic and Geographic Production

Attached is a memorandum from the Chief for Geographic Research setting forth the problems of managing cartographic and geographic intelligence production as undertaken in this Office.

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[REDACTED]  
OTTO E. GUTHE  
Assistant Director  
Research and Reports

Attachment

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